PROBE RESEARCH
MANITOBA BUSINESS LEADERS 2015

DEMOGRAPHIC CHANGE & ADAPTING BUSINESS POLICY

MANITOBA
BUREAU OF STATISTICS

RIGHT ANSWERS

RIGHT NOW

December 17, 2015

Probe Research: Manitoba Business Leaders Index

The *Manitoba Business Leaders Index* (MBLI) is an annual survey, conducted by Probe Research Inc, of the provincial landscape as viewed by business leaders from across the province. The survey sample includes a stratified sampling of CEOs, presidents, business owners and designated senior corporate officers from 200 small, mid-sized and large commercial "establishments" as defined by Statistics Canada and the Manitoba Bureau of Statistics (MBS). Establishments include publicly traded and private companies from all major sectors of Manitoba industry.

For MBLI 2015, executive telephone interviews were conducted between November 7th and December 7th, 2015.

For the 2015 survey, a supplementary section on business adaptation to changing demographics in the labour market was added for MBS. Manitoba business leaders were presented with six potential actions that could be taken to respond to increasing age, gender and cultural diversity in the provincial labour market. Respondents were then questioned as to how likely their company would be to implement each policy.

Selected individual charts present a "Balance Score" figure. It is calculated as the rounded difference between an affirmative response (e.g. very likely, somewhat likely) and an adverse response (e.g. not very likely, not at all likely). The Balance Score provides an indication of how far the emerging situation is from the status quo. For example, the Balance Score for *changing human resource policies* is +26, derived from 50.0% "likely" responses and 24.5% "not likely" responses.

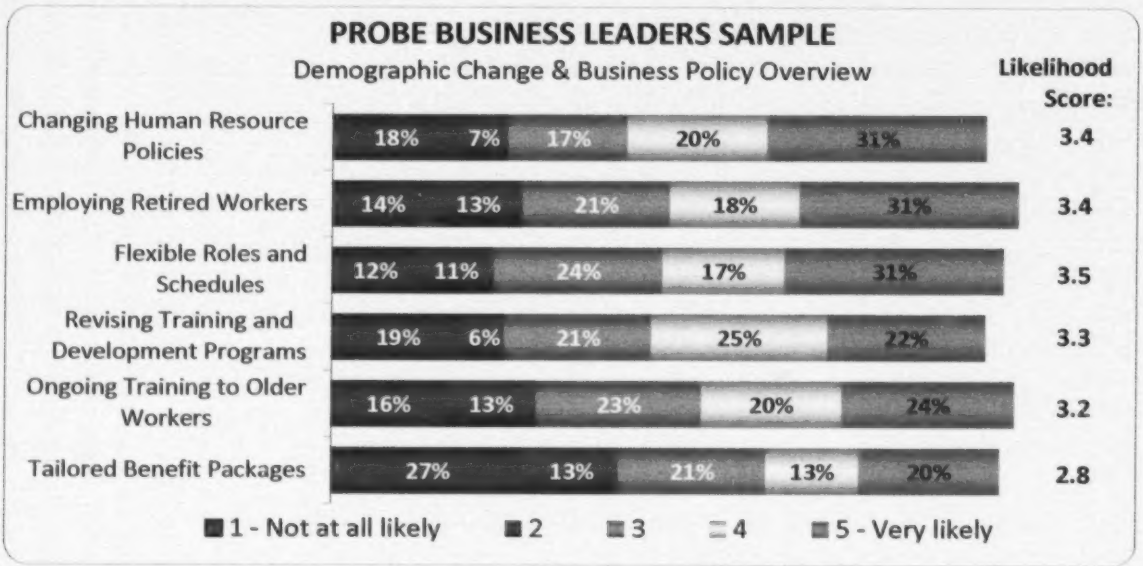
Selected charts also present a "Likelihood Score". It is a weighted average of the responses that assumes an equal distribution of emotional/mental response between choices. The score can range from a low of 1 (not at all likely) to a high of 5 (very likely). The scores are calculated as follows, based on a 5 point scale, and rounded:

Likelihood Score = [(count 'Very Likely x 5) + (count '4' x 4) + (count '3' x 3) + (count '2' x 2) + (count 'Not at all likely' x 1)] / Total count

For example, the Likelihood Score for *changing human resource policies* is 3.4, derived from [(61 x 5) + (39 x 4) + (33 x 3) + (14 x 2) + (35 x 1)] / 182.

Summary Results

Business leaders were most receptive to *changing human resource policies* (31% very likely, 20% somewhat likely), *employing retired workers on a part-time or contract basis* (31% very likely, 18% somewhat likely) and *offering more flexible roles and schedules* (31% very likely, 17% somewhat likely).



Note: Percentages are calculated with "Don't know/Prefer not to Specify" in the total. This category is not in included in the chart therefore the stacked bars will not add to 100%.

Slightly less interest was shown in *revising management training and development programs* (22% very likely, 25% somewhat likely) and *providing ongoing training to older workers to acquire new skills* (24% very likely, 20% somewhat likely).

Business leaders were least amenable to *offering benefit packages that are tailored to different age groups* (20% very likely, 13% somewhat likely).

Notable variations in business size and location included:

- Large companies with 50 employees or more were more likely to *change human resource policies* (51% very likely, 26% somewhat likely) compared to mid-sized companies with 10 to 49 employees (29% very likely, 24% somewhat likely) or small companies with less than 10 employees (15% very likely, 9% somewhat likely).

- Large companies were more likely to *revise management training and development programs* (33% very likely, 33% somewhat likely) compared to mid-sized (18% very likely, 28% somewhat likely) or small companies (16% very likely, 13% somewhat likely).

- Companies in Winnipeg were slightly more responsive to *offering benefit packages that are tailored to different age groups* (22% very likely, 17% somewhat likely) compared to companies outside of Winnipeg (16% very likely, 8% somewhat likely).

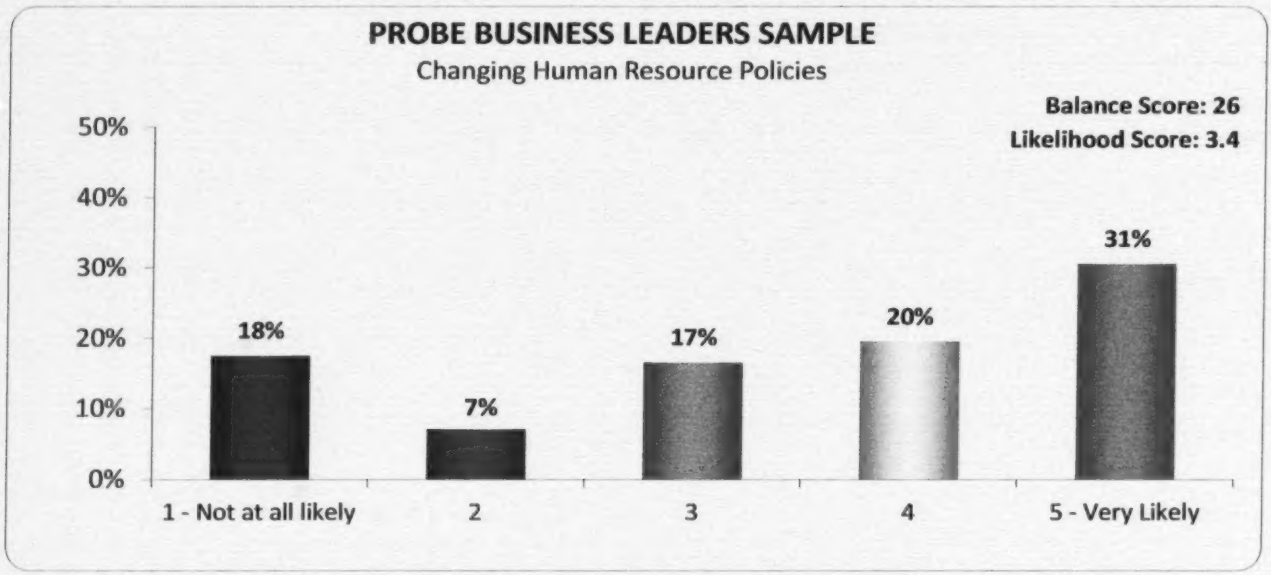
Detailed Results

Question 1A

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Changing your human resource policies to reflect increased diversity in the workforce



	MANITOBA	
	Number	Percentage
1 - Not at all likely	35	18%
2	14	7%
3	33	17%
4	39	20%
5 - Very Likely	61	31%
Total	182	

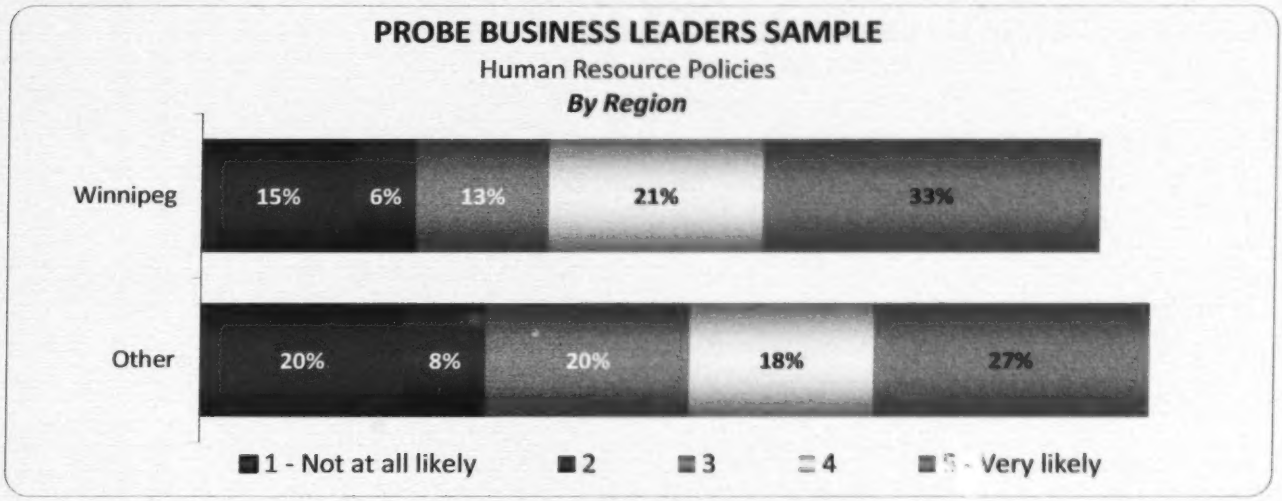
	Number	Percentage
Don't know/Prefer not to specify	18	9%

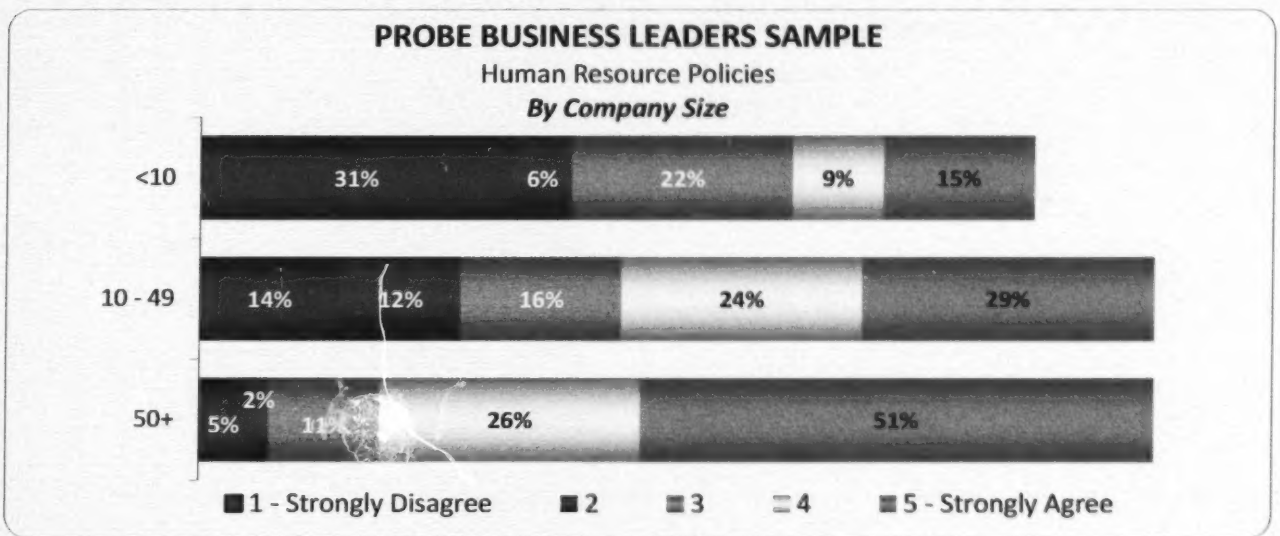
Question 1A by location and size

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Changing your human resource policies to reflect increased diversity in the workforce



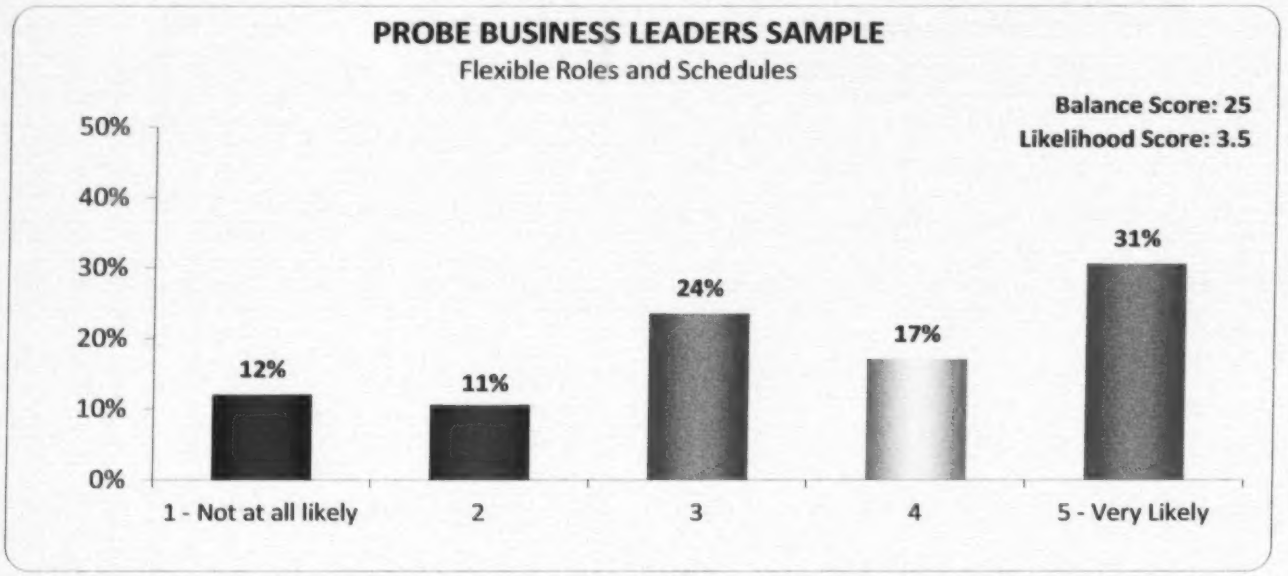


Question 1B

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Offering more flexible roles and schedules that may better suit workers' lifestyle expectations



	MANITOBA	
	Number	Percentage
1 - Not at all likely	24	12%
2	21	11%
3	47	24%
4	34	17%
5 - Very Likely	61	31%
Total	187	

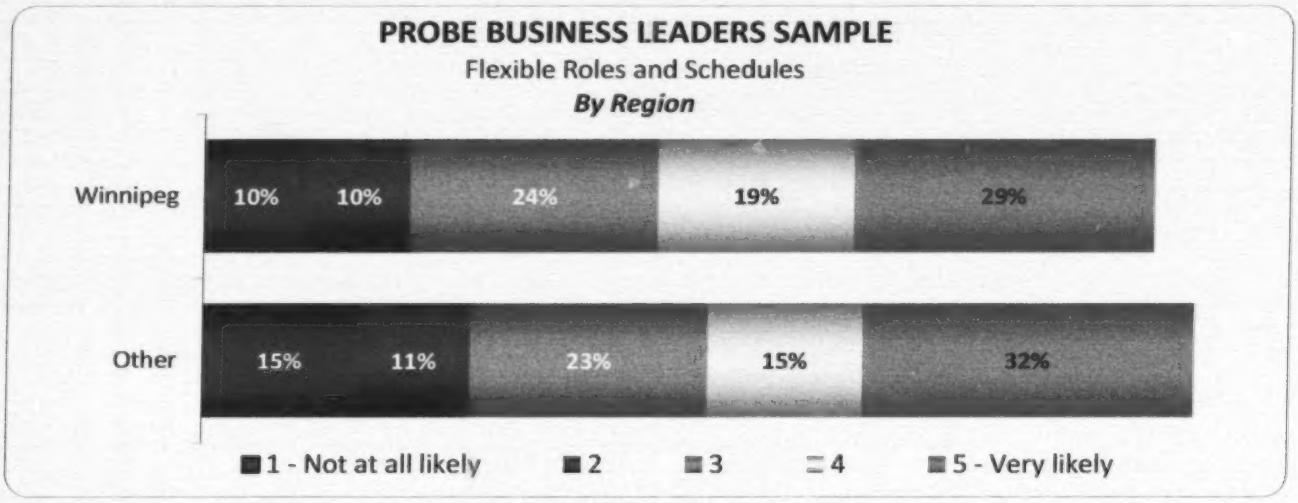
	Number	Percentage
Don't know/Prefer not to specify	13	7%

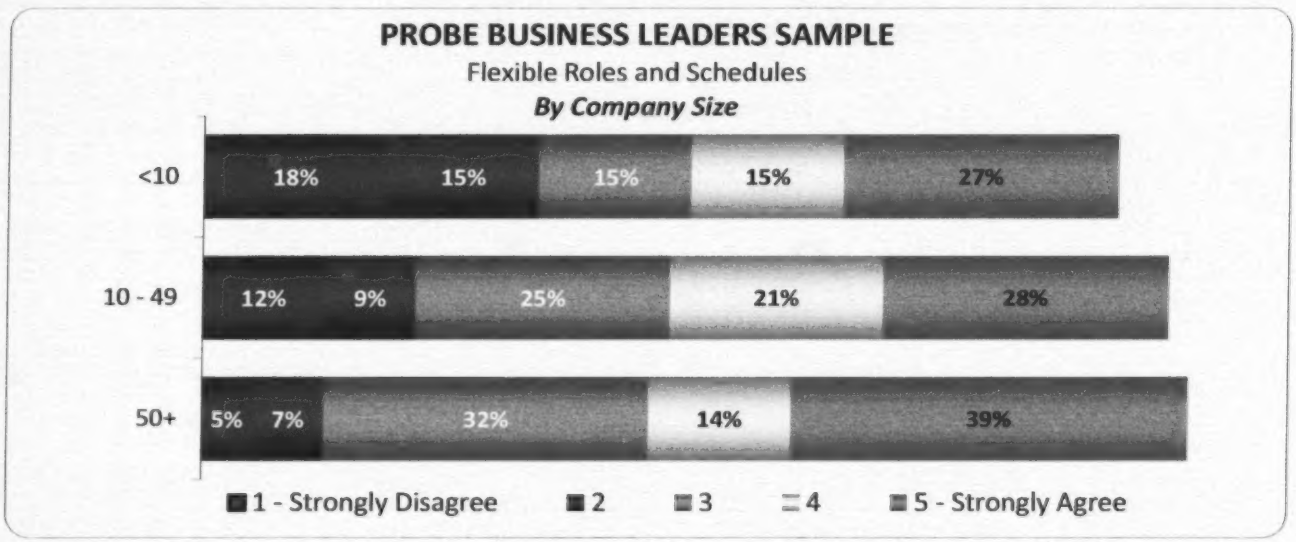
Question 1B by location and size

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Offering more flexible roles and schedules that may better suit workers' lifestyle expectations



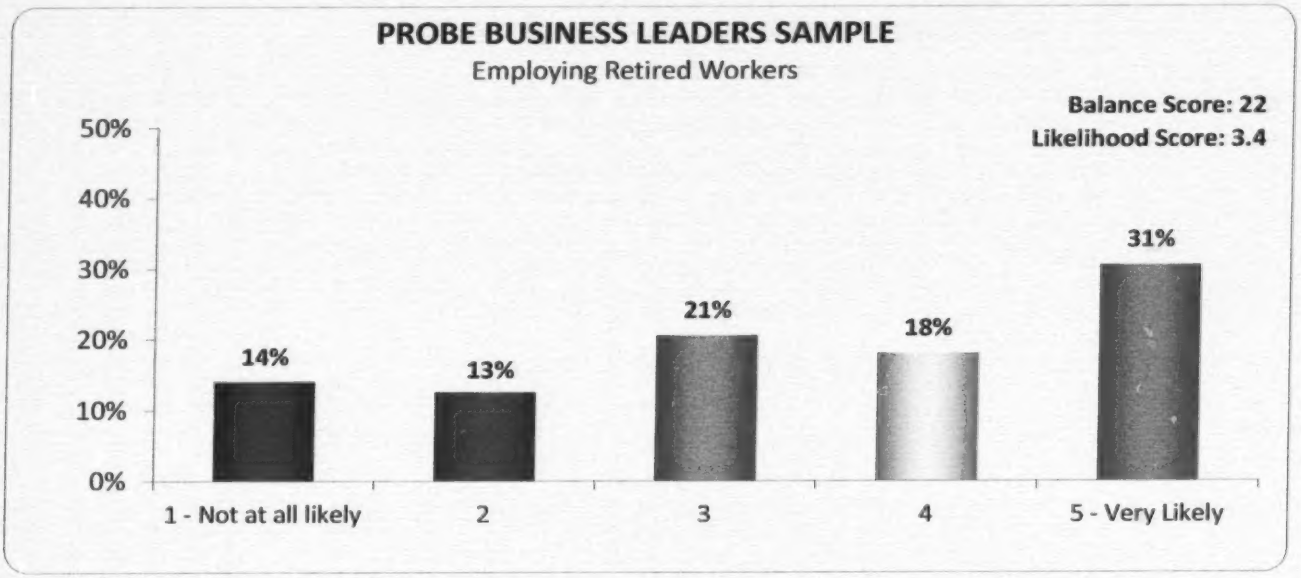


Question 1C

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Employing retired workers on a part-time or contract basis who will perform needed work and mentor young employees



	MANITOBA	
	Number	Percentage
1 - Not at all likely	28	14%
2	25	13%
3	41	21%
4	36	18%
5 - Very Likely	61	31%
Total	191	

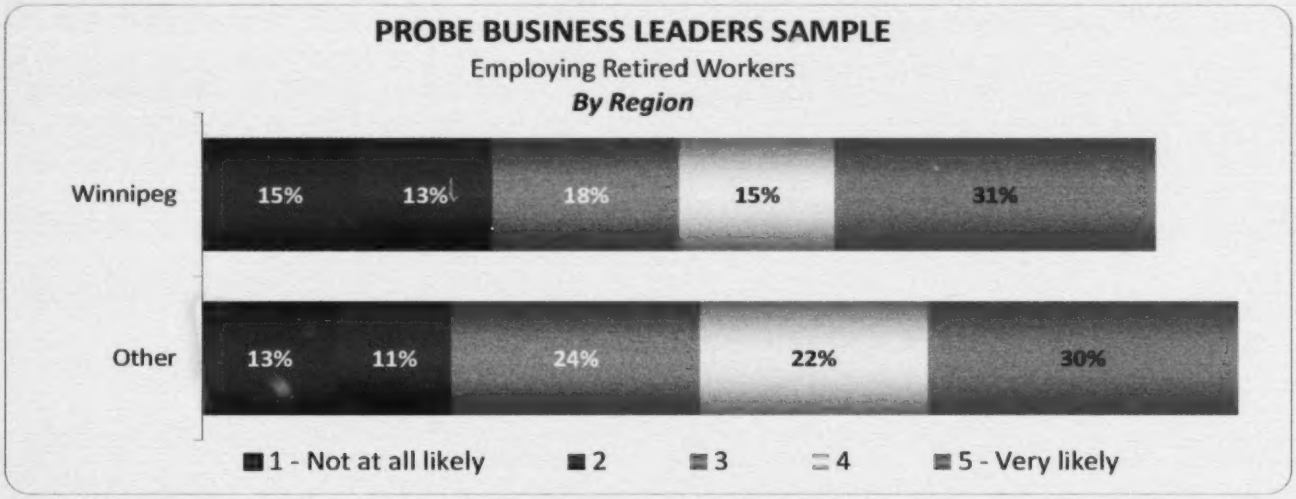
	Number	Percentage
Don't know/Prefer not to specify	9	5%

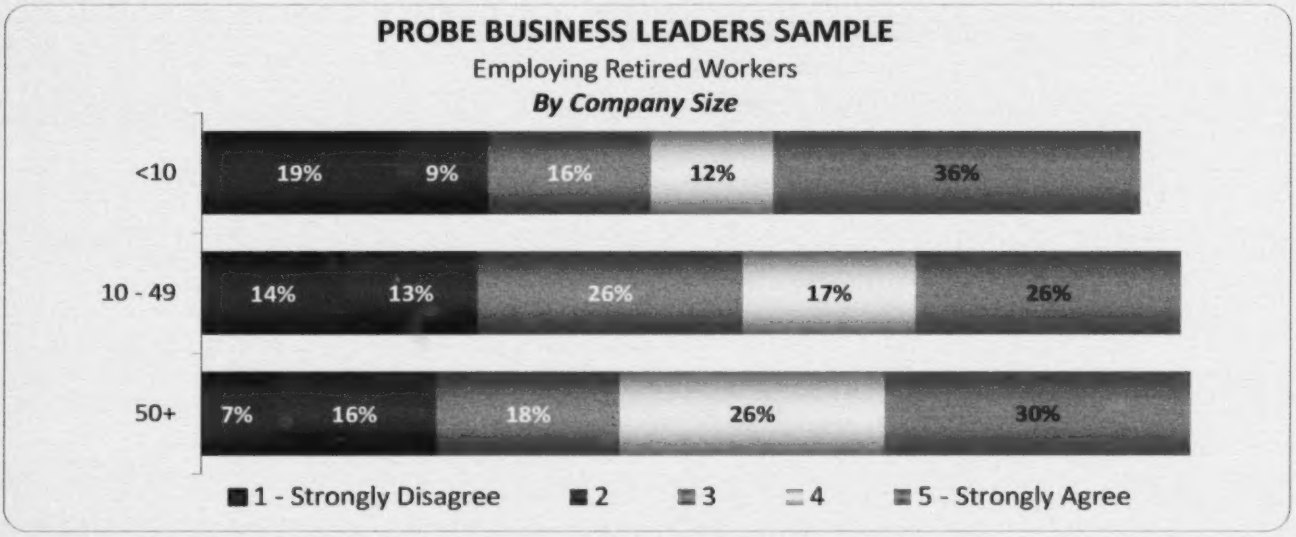
Question 1C by location and size

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Employing retired workers on a part-time or contract basis who will perform needed work and mentor young employees



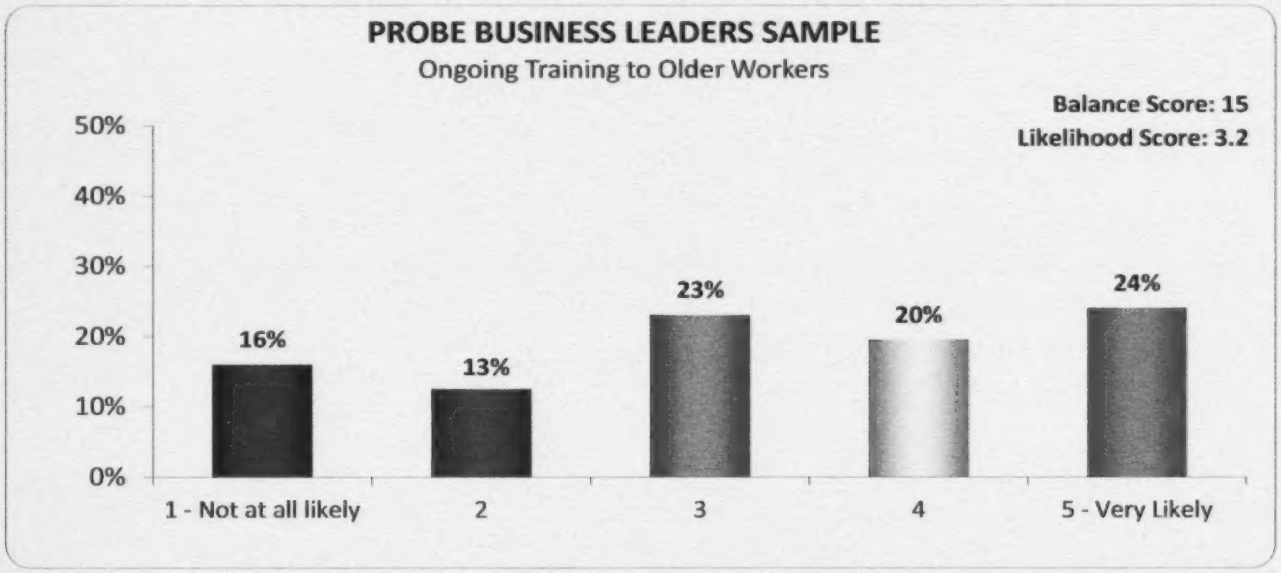


Question 1D

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Providing ongoing training to older workers to acquire new skills



	MANITOBA	
	Number	Percentage
1 - Not at all likely	32	16%
2	25	13%
3	46	23%
4	39	20%
5 - Very Likely	48	24%
Total	190	

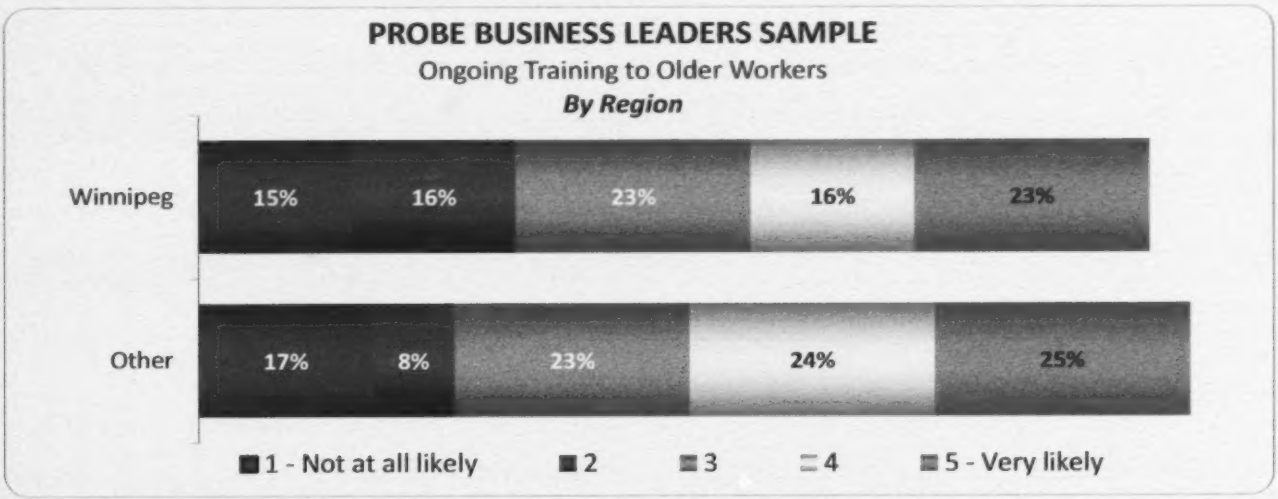
	Number	Percentage
Don't know/Prefer not to specify	10	5%

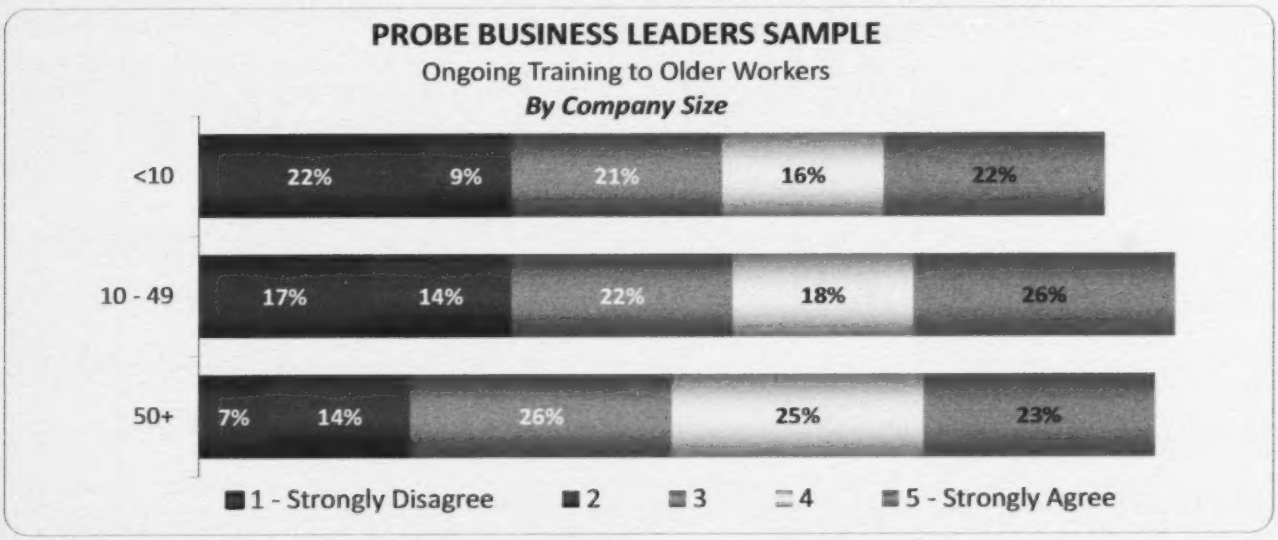
Question 1D by location and size

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Providing ongoing training to older workers to acquire new skills



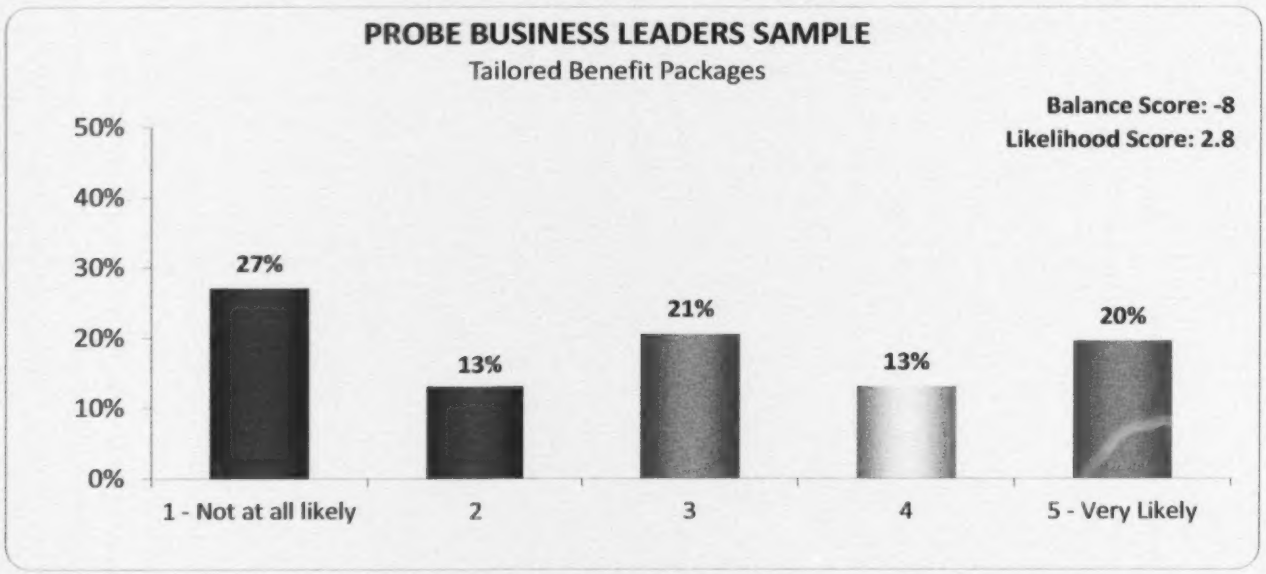


Question 1E

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Offering benefit packages that are tailored to different age groups within your workforce



	MANITOBA	
	Number	Percentage
1 - Not at all likely	54	27%
2	26	13%
3	41	21%
4	26	13%
5 - Very Likely	39	20%
Total	186	

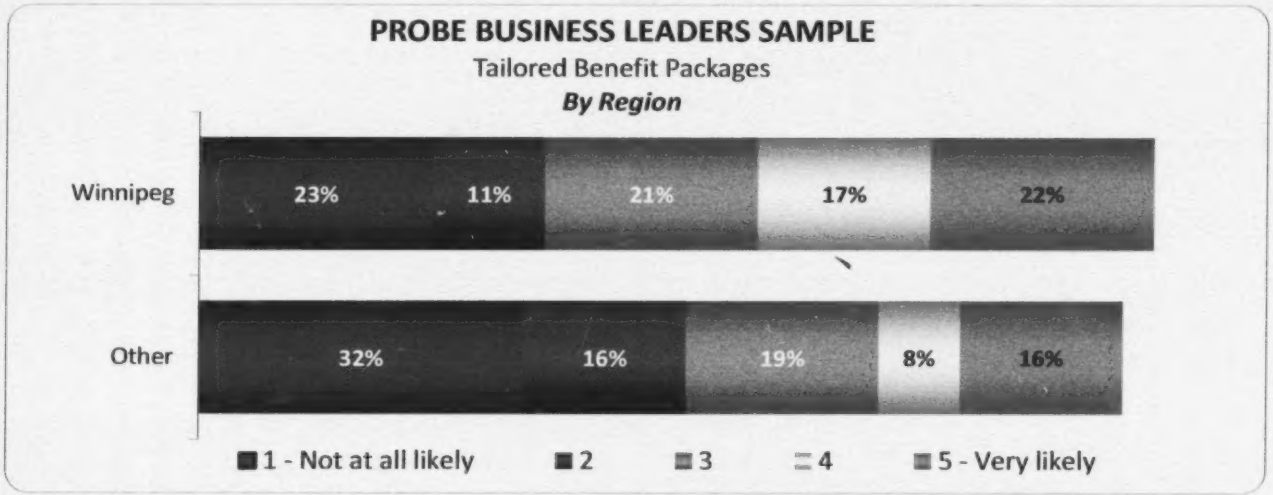
	Number	Percentage
Don't know/Prefer not to specify	14	7%

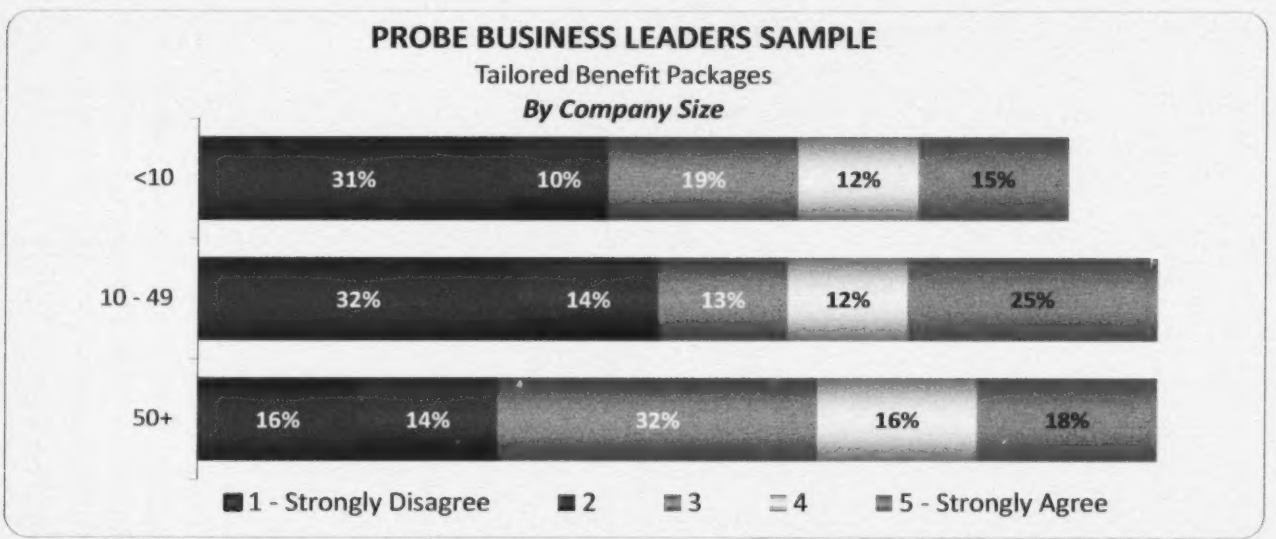
Question 1E by location and size

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Offering benefit packages that are tailored to different age groups within your workforce



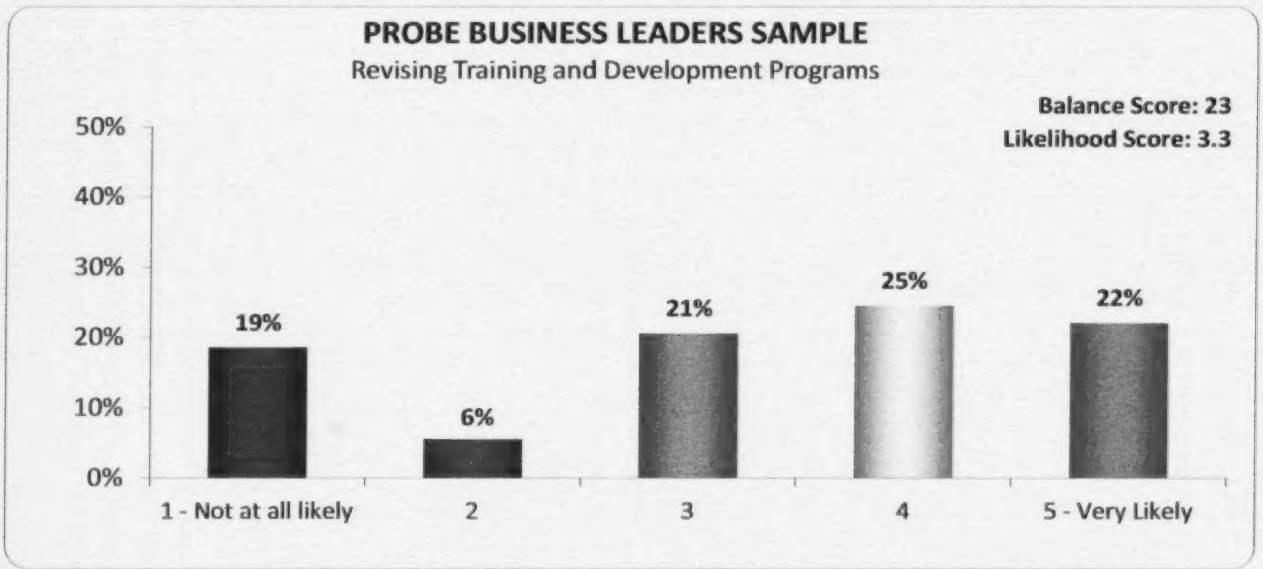


Question 1F

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Revising management training and development programs to reflect longer career paths and increased competition for management positions between people in different age groups



	MANITOBA	
	Number	Percentage
1 - Not at all likely	37	19%
2	11	6%
3	41	21%
4	49	25%
5 - Very Likely	44	22%
Total	182	

	Number	Percentage
Don't know/Prefer not to specify	18	9%

Question 1F by location and size

Companies are dealing with demographic changes in their workforces in different ways. The following are things that companies may or may not be doing to respond to increasing age, gender and cultural diversity in the provincial labour market.

How likely would your company be to implement this policy?

Revising management training and development programs to reflect longer career paths and increased competition for management positions between people in different age groups